

MEMORANDUM FOR:

SUBJECT: Nomination of [ ] for Paperwork Management Award

1. I nominate [ ] CIA Records Administration Officer, as a candidate for the Administrative Management Society Paperwork Management Award. [ ] was recruited 15 years ago to establish and develop a records management program. This task has been carried on with professional excellence and he has been most effective in promoting the management of paperwork in the Central Intelligence Agency. Following are some highlights of his accomplishments in the Agency Program.

2. Description of Accomplishment.

" Establishing, developing and promoting an outstanding paperwork management program in the Central Intelligence Agency during the past 15 years. This involved the selection and recruitment of highly qualified personnel to head up major phases of the program. It involved the task of setting up a program where none had existed before and at a time when no precedents were available for management of intelligence records. The traditional reluctance to dispose of records was dominant, and conventional management practices were often difficult and frustrating to initiate because of systems and procedures peculiar to the needs of intelligence work. Despite these and other obstacles the program moved forward. A major factor in pioneering and achieving this success was [ ] conviction that one should speak softly but carry a needle rather than a

big stick. Over the years the needle has proved effective in evading internecine, bureaucratic head-knocking, and in pricking the conscience of those who had to admit to a good thing when it was demonstrated.

accomplishment represents a classic management case study illustrating the effectiveness of the "soft sell". No other approach could have succeeded.

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The scope of this program is Agency wide and has multi Agency impact within the United States Intelligence Board Community.

4. Results:

Acceptance: Top management has accepted and encouraged the development and continuing operation of the program as an integral part of Agency administration. *(gave a medal for it)*

Savings: For the period 1955 - 1964 the cumulative savings resulting from program operations are estimated at \$13,500,000. This figure is derived from replacement costs of filing equipment (the standard 4 drawer, legal, safe cabinet used by the Agency now costs \$537.00) and savings in man-hours, material and space. (See attached chart). More detail on these savings is given below under the program elements.

Records Creation: Savings realized from the Forms, Reports and Correspondence programs amounted to \$817,506. In the Forms management field these savings were due largely to the elimination of unnecessary forms, consolidation of others and the coordination of forms design with systems and procedures. Unnecessary and duplicate reports were eliminated

in a major area of the Agency, and savings were realized in correspondence preparation by sponsoring the use of Letterex and form letters.

**Records Maintenance:** Highlights of accomplishments in the fields of filing systems, equipment and supplies include savings of \$275,694 by substituting shelf filing for other equipment, and savings of more than \$60,000 through utilization of surplus filing equipment. Hand-books on Subject Filing and Equipment and Supplies have been issued and used throughout the Agency. Types of file folders stocked by the Agency have been reduced from 54 to 6.

**Records Disposition:** The major factor contributing to savings in this field was construction of an Agency Archives and Records Center. Valuable office space and equipment were <sup>released</sup> saved by transfer of inactive records. To date more than 55,000 cubic feet of records have been destroyed at the Center in accordance with existing records control schedules. Cumulative destruction in offices totals more than 110,000 cubic feet.

About 95.4% of all Agency records are covered by schedules.

Permanent records were reduced from 25% to 5.2% over a period of ten years.

**Vital Records Program:** The essential records required by this Agency in an emergency are managed by preparation of Vital Records Deposit Schedules. These schedules provide for the orderly deposit, recall, updating or destruction of material. A Vital Records Repository was established in 1951 and was later combined with the Records Center. This action saved over \$109,000 in equipment and salaries.

3. Anticipated Results. *as implemented through*

Interagency Agreements: One important problem that must be solved by the paperwork manager in an intelligence agency is how to control the growth of large reference collections. A solution to this problem involves the whole intelligence community. <sup>*like C. Tall*</sup>  has sponsored and promoted two interagency agreements within the USIB Community that are aimed at a solution. Both agreements have been presented to and endorsed by the Committee on Documentation, USIB. One agreement calls for destruction of inactive material received from other Agencies and reliance on the Agency of record for any future reference needs. In CIA this has resulted in destruction of 3000 cubic feet of records to date that would otherwise have been retained indefinitely. Future accumulations will be eligible for destruction. The second agreement provides for establishment of a central records facility in the new Federal Records Center to be constructed at Suitland, Maryland where inactive intelligence products and related documents will be stored by USIB Community Agencies. This action is also aimed at controlling growth of reference collections by spotting duplicate holdings for destruction, as well as assuring preservation of record copies for the Community. This plan for centralization of records also has implications for the field of automation.

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*Sent to DCS / first week in  
June 1965*

*Award*

*Eyes only*

*Attach the Hietjan Ltr + the one  
from OP <sub>bgk</sub>*